

PROJECT PROCUREMENT GOVERNANCE

- THE PERSPECTIVE OF PROJECT-BASED ORGANIZATIONS IN POLAND

KEYWORDS:

project governance, project procurement, project procurement governance, outsourcing, project governance model

ABSTRACT:

The aim of this doctoral dissertation is to develop a model of a project governance system in project procurement area and provide systematic foundations for its implementation and practical application. The doctoral research defined several partial objectives, encompassing cognitive, methodological, and empirical dimensions. In the cognitive dimension, the goal was to define the essence of project governance and organize the current state of knowledge regarding its systematics and modeling. In the methodological aspect, the focus was on presenting the architecture of project governance and operationalizing the model in both static and dynamic terms. The empirical part examined the level of understanding of the concept of project governance among representatives of project-based organizations in Poland, offering recommendations for the practical use of model and system for project procurement governance.

The dissertation focuses on the essence of project governance and its role in project management, with particular attention to the growing importance of outsourcing and supply chain management. In the context of dynamic market changes and increasing project complexity, introducing an effective project procurement governance system becomes crucial to achieving the goals of project-based organizations.

In the theoretical section, definitions and fundamental aspects of project management were discussed, with particular emphasis on project governance. The role and importance of project governance as a system for value creation were defined, along with its various models and relations with project stakeholders. The focus was also placed on the specifics of project governance in the context of procurement management, analyzing key elements such as contracts, order organization, supplier network management, and risk control.

In the empirical section, research field was conducted using a questionnaire to analyze the understanding of the project governance concept among representatives of project-based organizations in Poland. Practical applications of project procurement governance were also

examined, and business recommendations were presented. Mathematical statistics were used to determine the significance and correlations between selected elements of project procurement governance. The collected data was used to develop static and dynamic models of project procurement governance.

The static model is a simplified, normative representation of the project governance system concerning the creation of methodological foundations for the functioning, supervision, and support of project orders. It emphasizes the structure and relationships between individual elements at a given moment. The dynamic model presents the changes and interactions that occur during the execution of project procurement. Both models were analyzed for their usefulness by experts, along with practical recommendations for their implementation in project-based organizations.

This dissertation may contribute to organizing the current state of knowledge regarding project governance, including the systematization of knowledge from the perspective of project procurement management. The empirical research results indicate a lack of understanding of the differentiation between project procurement management and project procurement governance. The literature review and empirical research highlighted the significance of this issue for the effectiveness and efficiency of projects and project-based organizations. The research also showed differences in the practice of methodological supervision and support for project procurement execution depending on the size of the organization. In large companies, there is a more formalized approach to orders, with a clearer division of responsibilities, while in small enterprises, the processes of supervision and support for project procurement are less systematized. The research results largely confirm the hypotheses presented in the literature while revealing specific problems and challenges related to the practical implementation of project procurement governance. The analysis of model usefulness suggests that the successful implementation of project procurement governance requires adaptation to the specific organization and its maturity level, as well as building partnerships with suppliers.

The dissertation also provides concrete recommendations for project management practitioners regarding the use of project governance. This includes raising awareness of project procurement governance at all organizational levels, flexibly designing and implementing solutions that best fit the characteristics of the project-based organization, including its size and maturity level, as well as designing flexible contracts that consider the interests of both the organization and suppliers.

The dissertation outlines directions for further research in the area of developing project procurement governance, including specifying the framework of the project governance model through the classification of entities, reviewing responsibilities, and creating a unified system of information flow and decision-making paths. Further research should also focus on clarifying clear rules for assigning responsibility and authority to individual entities in the project governance model, covering both internal and external stakeholders, and conducting a factor analysis of model elements.